



US ARMY CHEMICAL MATERIALS AGENCY

Best Business Practice Safety Training Program

Date: 23 April 2008

Site: Pine Bluff Chemical Agent Disposal Facility
(PBCDF)

Site Project Manager: Mr. Mark Greer

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(FOUO)



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Name and phone number of the individual submitting the practice

**Clara A. Moraga, PBCDF Assistant Site Project
Manager-Compliance**

Commercial: (870)-540-2001 DSN 966-2001

Name of the process affected by the practice

Chemical Agent Disposal Program Safety Over Sight

Name of the "Best Practice"

Safety Training Program at PBCDF

Date implemented

01/16/2001

Process owner's organization, address, and E-mail

10020 Kabrich Circle

Pine Bluff Chemical Agent Disposal Facility

Webster Road, Bldg 39-210

Pine Bluff, AR 71602-9500

moragac@pbcdf.com



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PBCDF has expended the appropriate amount of effort to ensure personnel know and understand (through various forms of training; formal classroom, on-line training, OJT, Lesson Learned Bulletins and required reading) the hazards associated with our operation.

They know and understand the control measures required to neutralize/minimize those hazards AND

They have the discipline to pause operations when there is a break down in those control measures – or if a new hazard is identified and knowing fully this is the expectation within our organization.

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Pine Bluff Chemical Agent Disposal Facility (PBCDF) Project:

1. Project background information for PBCDF

a. The purpose of the PBCDF project is to establish a tenant facility on the Pine Bluff Arsenal (PBA) to dispose of the chemical weapons stockpiled at the PBA in a safe and environmentally sound manner. For demilitarization at PBA, years of study determined baseline incineration is the technology of lowest public and environmental risk. The PBA inventory consists of approximately 3,850 tons of chemical agent. Stockpiled items to be destroyed at PBCDF included 90,409 GB and 19,608 VX M55/M56 rockets, and currently include 9,378 VX mines, and 3,698 mustard Ton Containers.

b. PBCDF is a government owned, contractor operated (GOCO) facility. The PBCDF Field Office (PFO) is comprised of government civilian employees and support contractors totaling 44 personnel. The PFO has oversight responsibilities for all aspects of the project with an emphasis on safety of the workforce, safety of the co-located workers on PBA and safety of the general population.



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c. The PBCDF is a third generation incineration facility designed solely to dispose of the stockpile. The facility is engineered with specially designed weapons handling equipment, remote-controlled incineration and disposal equipment, complex control systems and detailed procedures and training to protect the health and safety of the workers, public and environment.

d. With this technology, robotic equipment disassembles the weapons so that each component can be treated in a separate incinerator. Specifically, chemical agent is drained from the weapon and destroyed in a liquid incinerator, while the explosive components of the weapon are destroyed in a special deactivation furnace. Another furnace will be utilized to thermally decontaminate ton containers.

e. The Army's Chemical Materials Agency is responsible for safely disposing stored chemical weapons. In 1998, the Army awarded a contract to Washington Group International to construct, test, operate and close the PBCDF facility. Many other organizations work in partnership with the Army to successfully complete this mission. Among these are the Arkansas Department of Environmental Quality, the U.S. Health and Human Services and its Centers for Disease Control and Prevention and the Environmental Protection Agency.



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- An adequately trained work force is an essential component of the Chemical Stockpile Disposal Project.
 - The first step in the training process was to develop a comprehensive training plan. The Plan was developed ensuring all Federal, DoD, DA, Chemical Demilitarization Program training requirements were adequately addressed. The plan was then implemented to ensure that all personnel are adequately prepared for their job position.
 - Upon assignment of an individual to a PBCDF Field office position, the supervisor, the training coordinator and the individual employee evaluate the employee's background and the job position duties to identify all initial training requirements.
 - Following this review, an Individual Training Plan (ITP) is developed which includes all Federally mandated training, all DoD and DA mandated training, all Demilitarization Programmatic Training, facility and equipment technical training and all required reading requirements.
 - The completion of the training in the ITP is essential before an employee can fulfill their job responsibilities.

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- PBCDF Management Role:

-The cognizant manager ensures each employee is sufficiently trained and fully ready to complete his or her assigned job before being allowed to work without supervision.

-The training coordinator provides each manager/supervisor with each employee's progress in their training plan. Training status is also forwarded to individual employees monthly by e-mail and also during a weekly all hands meeting training status is displayed monthly. Training progress is tracked in a simple Excel Workbook. Each employee has an individual sheet and all the individual sheets are linked to a totals sheet. Additionally, annual repetitive training and any emergent training is tracked on the totals sheet. The sheet is conditionally formatted to display a green cell background when training is complete, a yellow cell background to identify training is due within 35 days and a red cell background to identify training completion is past the suspense dates.

The key to completing training assignments within the prescribed suspense dates is total Management involvement and Management's insistence that completing training on time is imperative.



Training Totals Sheet Example

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Employee Name	NEOT/NEST or FO Orientation	SAMMO	Site Door Guard Escort SDGE	AO/CO Orientation	HAZWOPER (FRC/SORT) Initial	HAZWOPER (ART/SORT) Refresher	1st Aid and CPR	Annual Anti Terrorism Level 1 Training	Annual Substance Abuse Training
Alfor, Al right, Q.	01/12/00	04/09/97	07/08/04	N/A	08/25/94	03/06/05	02/21/06	08/04/05	02/22/06
Bish, Bing R.	05/12/00	N/A	12/09/03	N/A	06/29/00	03/13/06	02/07/06	08/10/05	02/22/06
Boing, Michael P.	11/06/02	03/10/03	03/12/03	N/A	12/13/02	01/23/06	12/06/05	08/03/05	02/22/06
Bragg, Heath M.	04/18/05	N/A	N/A	N/A	04/20/05	04/20/05	04/26/05	08/12/05	03/09/06
Cree, Paul	01/22/03	N/A	N/A	N/A	04/10/03	05/23/05	05/11/05	08/08/05	02/22/06
Crow, Oldie R.	02/20/03	06/09/04	01/20/04	N/A	02/15/96	02/27/06	09/22/05	08/04/05	02/22/06
Green, Bell P.	04/08/02	N/A	10/15/04	N/A	04/11/02	07/11/05	08/23/05	08/09/05	02/22/06
Grezenski, Raul W.	08/10/99	06/26/86	N/A	N/A	03/09/95	03/13/06	06/14/05	08/04/05	02/22/06
Harris, Harris H.	02/01/00	2/8/2001	12/09/03	N/A	02/01/00	02/06/06	08/05/05	08/03/05	02/22/06
Holl, Dilbert W.	08/10/99	02/11/03	03/24/03	N/A	06/29/00	04/07/05	04/05/05	08/07/05	02/22/06
Johns, Charo S.	10/18/00	03/12/01	3/13/2001	N/A	11/30/00	04/15/05	10/20/05	08/11/05	02/22/06
Keel, Kyle D.	02/05/02	02/11/02	11/7/2002	03/22/05	02/07/02	09/23/05	09/22/05	08/04/05	02/22/06



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- ✓ **Initial core training requirements completed within 6 months for new employees arriving to the PFO.**
- ✓ **Repetitive training completed *before* the prescribed suspense date.**
- ✓ **Any emergent training completed *before or on* the prescribed suspense date.**
- ✓ **Ensuring the Training Plan is updated annually or as required to capture new or changed training requirements.**

The true test in measuring the effectiveness of our training program is displayed in the ability of the Field Office's personnel to expertly provide the essential oversight of the destruction of 3,850 tons of nerve and blister agents.

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PFO internal review and approval of Safety Training Program, Plan and implementing procedures. Management Control checklists have been utilized internally to evaluate various elements of the program. The PBCDF Training Program has been reviewed by the; Pine Bluff Chemical Activity in both Management Assist Visits as well as in formal program inspections, Chemical Materials Agency during Surety Management Review inspections, Army Materiel Command during Surety Management Review Inspections, and DAIG during 2 separate Chemical Surety inspections.

In all inspections, the program (or elements of the program) have been evaluated as mission capable with no



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The Safety Training Program has been an essential element in establishing a safety culture in the PBCDF Field Office. This safety culture creates and reinforces high-performance, through the integration of Composite Risk Management, operational systems safety management, and a robust organizational learning system.

Management and all Field Office workers together aggressively evaluate every aspect of our operation with an emphasis on safety. When deficiencies are identified, they are either corrected on the spot or tenaciously tracked through closure. This engenders a safe work environment. When questions arise concerning the safety of a specific task or operation, there is a commitment to pause operations until those questions are answered.

Simply stated, all PBCDF employees have internalized the basic belief that if it isn't safe and if it isn't